

## LEADERSHIP PROFILE



### Vice President for Institutional Advancement **Emory & Henry College** Emory, VA

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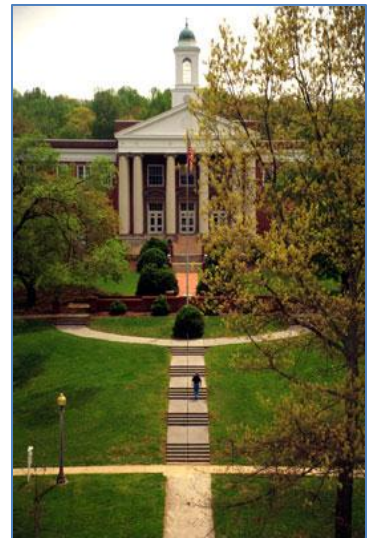
#### THE CLIENT

Emory & Henry College is a private liberal arts college nestled within the picturesque Virginia Highlands area of Emory, Virginia. Established 175 years ago this year, Emory & Henry has provided its students with a comprehensive education rooted in the intellectual liberal arts tradition. This commitment has led to numerous teaching awards, national awards for community service, and consistent rankings among the top liberal arts colleges by national news magazines.

Founded upon the union of faith and learning, Emory & Henry College was named after John Emory, a Methodist bishop, and Patrick Henry, an American patriot and Virginia's first governor. In 1918, it merged with nearby Martha Washington College in Abingdon, VA. The campus is listed on the National Register of Historic Places and the Virginia Register of Historic Landmarks.

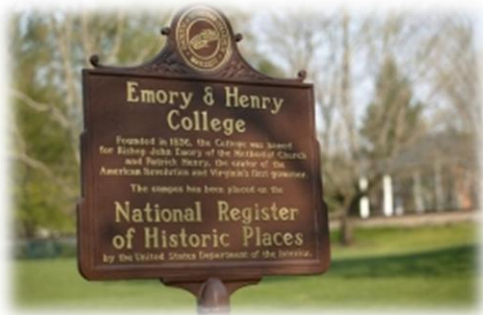
Academic excellence has long been the hallmark of this venerable institution, and the school is especially well known as a national model for service learning. In 2010, Emory & Henry became the first Virginia institution of higher learning to receive the highest national honor for service learning, The Presidential Award, which is given by the Corporation for National Community Service.

In the last decade or so, five Emory & Henry professors have received the Outstanding Faculty Award given by the State Council of Higher Education in Virginia. On six occasions, Emory & Henry has been represented by the



winner of the Virginia Professor of the Year, which is awarded by the Carnegie Foundation and the Council for the Advancement and Support of Education (CASE). In addition, one E&H professor was named U.S. Professor of the Year by the Carnegie Foundation and CASE.

Emory & Henry has been honored by several other publications and associations for its distinctiveness, among them *Newsweek* magazine (for being in the top five nationwide in service learning), *Forbes* (for being in the top 3% of all institutions of higher learning in the country), *Washington Monthly* (for community service), *Colleges That Change Lives*, *U.S. News & World Report* and *USA Today*. Links to these and other accolades can be accessed [here](#)<sup>1</sup>.



Graduates of Emory & Henry have become scientific researchers, NASA engineers, writers, physicians, ministers, lawyers, educators and business executives.

Today, Emory & Henry has 75 full-time professors and a student body of around 1,000. The College has two dozen academic departments within five divisions (Humanities, Visual and Performing Arts, Natural Sciences, Social Sciences, and Education), and it offers a variety of Bachelor's and Master's degrees as well as a Doctorate in Physical Therapy which is under development this year. The school is nationally recognized for its programs in public policy and community service, theatre, and international studies. Its academic programs generate high placement rates for graduates applying to medical and law schools.

Emory & Henry has a tradition of challenging all persons to confront historical and contemporary ideas and issues while developing the ability to think critically about the human experience. Such a tradition supports the pursuit of excellence, as the college engages a diverse group of well-qualified men and women in educational experiences that lead to lives of service, productive careers and global citizenship.

The school is financially sound. For the 2011 fiscal year, E&H's operating budget was just under \$40 million, and its endowment now stands at about \$80 million, down about 20% from pre-recession levels.



<sup>1</sup> <http://www.ehc.edu/about/eh-facts/rankings-recogniton>

Emory & Henry ranks among the top 5% of all the nation's 3,800 colleges and universities in the percentage of alumni contributing annually. The opportunity for increased alumni support is substantial. While unrestricted annual fund giving was around \$500,000 in FY 2010, it increased to just under \$650,000 in FY 2011.

E&H's current state and future ambitions are well captured in its most recent annual report, *Transformational Excellence*, available for download [here](#).<sup>2</sup>



Emory & Henry College is led by [Rosalind Reichard](#),<sup>3</sup> the college's 20<sup>th</sup> president. Among other notable contributions, Dr. Reichard has led a refurbishing and building campaign that has resulted in upgraded classrooms and athletic facilities and new student housing (nearly 80% of E&H's undergraduates live on campus).

More complete information about Emory & Henry College can be found on the school's extensive [website](#).<sup>4</sup> The most recent IRS Form 990 is available [here](#).<sup>5</sup>

## THE OPPORTUNITY

As one discussion partner told BoardWalk Consulting, "[Emory & Henry College] is highly regarded by those who know us, but we *have* to expand the circle."



Emory & Henry is on the cusp of great things, and progress of the past several years has been substantial, even in the face of extraordinary recessionary challenges. Among the highlights to consider:

- The school has raised about \$20 million in the last three years and is within grasp of completing a special campaign for enhanced arts and athletic facilities. Planning for a major comprehensive campaign is well underway.
- In almost every conversation with members of the administration, enthusiasm for Emory & Henry's mission and its impact on students—

<sup>2</sup> [http://issuu.com/emory\\_henry\\_college/docs/annual\\_report\\_2](http://issuu.com/emory_henry_college/docs/annual_report_2)

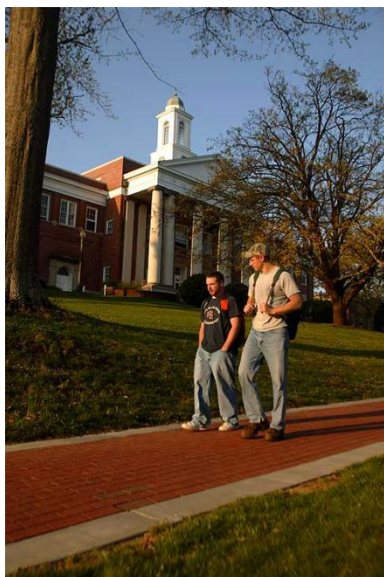
<sup>3</sup> <http://www.ehc.edu/about/office-president/about-president/presidents-biography>

<sup>4</sup> <http://www.ehc.edu/>

<sup>5</sup> [http://boardwalkconsulting.com/Docs/Images/2010\\_990\\_for\\_Emory\\_and\\_Henry\\_College.pdf](http://boardwalkconsulting.com/Docs/Images/2010_990_for_Emory_and_Henry_College.pdf)

“We change lives”—is palpable among those who teach and mentor them. This is not a place for people (whether faculty, staff or students) who thrive on anonymity; rather, it is a place where active engagement is both supported and expected.

- The appetite for a strong advancement arm is pervasive. From the athletics director to the CFO to individual faculty members and deans, this is a group that very much wants the advancement function to be as strong as possible.



- The systems to support an ambitious development program are in place, as is a motivated development team proud of its own efficiency at leveraging scarce resources.

- The school’s high dependency on tuition—which now covers 77% of the operating budget—means that even small improvements in enrollment and fundraising can have an outsized impact on the school’s finances.

- Recent momentum is very strong. Last year, the school raised over \$4 million, and the response to the annual campaign has been growing at 20%-40% in recent years. To complete the current capital campaign and prepare for the next big comprehensive campaign, however, will take fresh perspective, fresh leadership and a fresh strategy for reaching new audiences in new ways.

Over the past few years, the school’s president has assembled a cabinet of senior deans and administrators respected by the board, trusted by the faculty, and admired by students and alumnae. The one managerial goal that has proved elusive, however, is stable, compelling leadership in Institutional Advancement.

The general sense among Board members, senior staff and engaged alumnae is that Emory & Henry deserves a development team that can help catalyze strong relationships with a wide range of supporters. This includes the opportunity to create an attitude of innovation and urgency within Institutional Advancement and its many stakeholders, including board and alumni, and partnering with the entire college community in driving strategic success.

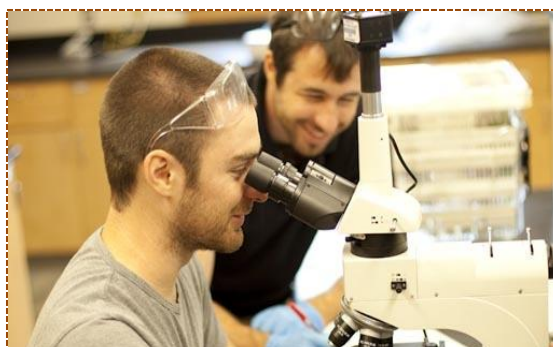
## THE RELATIONSHIPS

The Vice President of Institutional Advancement will be the college’s principal officer responsible for developing and executing compelling advancement strategies, programs and teams in support of the school’s agreed-upon aspirations and goals.

<b>Reports to:</b>	President, Emory & Henry College
<b>Direct reports:</b>	A small team of development officers and support staff, with fairly typical division of labor (major gifts, annual campaign and the like). At the moment, the department is being led on a contract basis by an interim VP with a strong background in academic fundraising and development
<b>Other key relationships:</b>	<ul style="list-style-type: none"> <li>• The President’s cabinet (of which the VP will be a member), consisting of the college’s senior deans and administrators</li> <li>• The Board of Trustees, especially the Executive Committee and the Advancement Committee</li> <li>• Alumni volunteers</li> <li>• Key donors, both actual and potential</li> </ul>

## THE RESPONSIBILITIES

The Vice President for Institutional Advancement is charged with building and executing a compelling development strategy supportive of the school’s ambitious goals. In so doing, the VP will be expected to strengthen a high-performing team and attract volunteer partners who approach their work with passion, energy, and discipline.



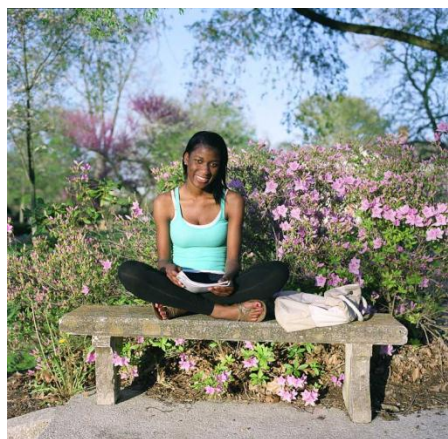
As in most college environments, the president is the fundraiser-in-chief. To leverage her time most fully, and to capitalize on the enthusiasm and willingness of countless board members and alumni volunteers, Emory & Henry requires a forward-thinking head of development to model the energy, effectiveness of leverage that such a place deserves.

For example, the college's development processes and systems seem fully current, but the lack of integration (whether human or technological) is reportedly a barrier to success. Similarly, the board has made great strides in recent years in support of development goals. For example, financial participation by board members has doubled of late, and the development team has played an active role in the recruitment of five of the last seven board nominees. Nevertheless, there is broad agreement that the working partnership between Institutional Advancement and the full board and volunteer network could be expanded to great effect.



The new Vice President can be expected to be held accountable for progress in several areas:

- **Leadership.** The VP must embody and reinforce an environment of high engagement and superior performance, capitalizing on the opportunity to build strong, effective partnerships throughout Emory & Henry's community of stakeholders. The VP must be perceived as a true partner in advancing the cause in specific and measurable ways. As an experienced development professional, the VP must model collaborative behavior that invites shared ownership in success.
- **Management.** The VP must continue to foster an advancement mentality among all participants that thrives on accountability and success. By establishing core fundraising expectations, disciplines and measurements commonly found in top advancement settings, the VP will establish Institutional Advancement as a full peer in helping to drive the future of the institution.



- **Advancement.** The Vice President should have a holistic view of advancement and be capable of energizing both people and campaigns to achieve the school's ambitious goals. Emory & Henry deserves a fully robust and even galvanizing advancement effort, one that will generate pride as well as enhanced financial support.
- **Collaboration.** For Institutional Advancement to be as effective as possible, the Vice President must be exceptionally adept at fostering collaboration

across the larger college community. To a person, senior administrators and long-serving board members say they are eager to reciprocate.

- **Engagement.** Central to the opportunities available to the next head of Institutional Advancement, the VP will be expected to establish an atmosphere of true *engagement*—between and among the development staff itself, with peers, with other departments, and certainly with the constituencies and stakeholders that represent key targets of opportunity.

## THE LOCATION



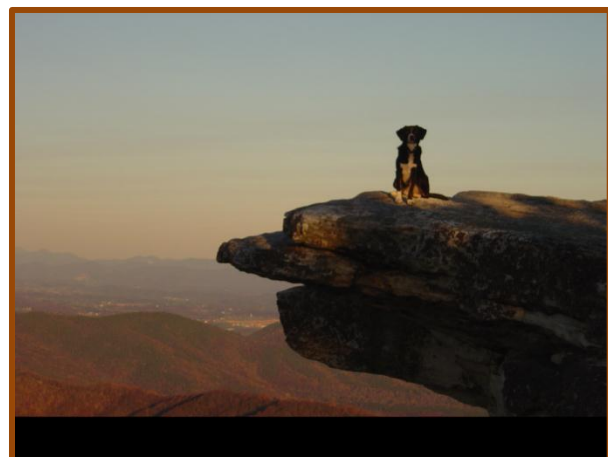
Emory & Henry College occupies a bucolic 300-acre campus in the foothills of the Appalachian Mountains, five minutes north of Abingdon, Virginia (see the adjacent map). The Tri-Cities Airport, serving Kingsport, Johnson City and Bristol, is just a 42-mile drive down I-81, a major interstate highway.

The neighboring city of Abingdon is renowned for being home to The [Barter Theatre](#)<sup>6</sup> and the [Martha Washington Inn](#).<sup>7</sup> The entire area is highly regarded for its beauty and recreational outlets. Hikers enjoy easy access to the nearby Appalachian and Virginia Creeper Trails. Also, the plentiful trout streams are legendary.

## THE CANDIDATE

Emory & Henry College is an equal opportunity employer, and a diverse set of candidates is being sought for formal consideration.

The ideal candidate to be Vice President of Institutional Advancement will be an experienced fundraising executive with a record of considerable success at or near the top of a multifaceted institutional advancement office of at least similar size and complexity. It is not essential that the final candidate come directly from an academic environment, but demonstrated success leading a development team in similar environments will be a prerequisite to serious consideration.



<sup>6</sup> <http://www.bartertheatre.com/index.php>

<sup>7</sup> <http://www.marthawashingtoninn.com/>

### **The best candidates will offer**

- A compelling record of fundraising and development, both personally and through the management of staff and volunteers
- Experience in building and running a first-class development office respected for its efficiency and effectiveness
- Deep expertise in the mechanics and philosophy of development
- A strong cultural fit with Emory & Henry's core constituency
- A management style that blends assertiveness with subtlety
- A strong perspective (self-confidence) balanced with a propensity for collaboration
- A professionalizing presence, combining functional strength with a naturally collegial work style
- Missionary zeal for institutional advancement



### **The best candidates will be**

- A galvanizing force for excellence in development, broadly construed
- Comfortable working in concert with strong colleagues, volunteers and subordinates
- Able to build truly strong relationships with the President and the board of the college, capitalizing fully on the resources each represents while providing the tools and support for each to expand their own impact
- A good listener and a nuanced manager, sensitive to office dynamics but not paralyzed by them
- Completely at home in an environment that celebrates diversity and authenticity
- Excited about working at Emory & Henry, living in rural southwestern Virginia and investing in a long-term relationship
- Ambitious for the college and its special place in higher education
- Engaged in their local communities even while pursuing ever-expanding development targets and strategies
- Adept at the full range of development activities, with near-term emphasis on annual campaigns and preparation for a comprehensive campaign

- Fully at ease in the boardroom, knowing when to lead and when to defer in a working partnership that is sure to evolve over time
- Fully comfortable dealing with all sorts of donors, from old money to new graduates, from vocal critics to silent supporters
- Committed to building a sustainable operation
- A multitasker, sensitive to the big picture and the little details (but without micromanagement!)
- Quick to share the credit for success
- Savvy about business



**For potential consideration or to suggest a prospect,  
please cite Emory & Henry College in an e-mail to  
[EmoryHenry@BoardWalkConsulting.com](mailto:EmoryHenry@BoardWalkConsulting.com)**

**or call Sam Pettway or Joan Schlachter  
at 404-BoardWalk (404-262-7392).**

**For more information on BoardWalk Consulting, please visit our website  
at [www.BoardWalkConsulting.com](http://www.BoardWalkConsulting.com)**